REDEVELOPMENT CORPORATION
CHULA VISTA

DATE: September 27, 2007

TO: CVRC Board Directors

VIA: David R. Garcia, Chief Executive Officer

FROM: Ann Hix, Acting Community Development Director
Eric Crockett, Redevelopment Manager

SUBJECT: DOWNTOWN PARKING MANAGEMENT STUDY AND ACTION PLAN

BACKGROUND:

Parking is an integral part of the City's efforts to improve the viability of downtown Chula Vista and is part of a transportation system that includes multi-modal opportunities, such as bicycling, public transit, and walking. Providing convenient access for employees, residents, shoppers and visitors requires supplying more than just parking spaces. It requires an effectively managed system that addresses the parking supply, operation and demand for parking.

To understand the current parking dynamics and develop strategies for promoting and achieving an effectively-managed parking supply, the City has been engaged in a comprehensive study of downtown parking management and operations during the past nine months. The completion of the parking study is the first step in addressing existing deficiencies and developing a plan for the future management and operations of the Downtown Parking District.

The entire process involves three phases:

Phase I	Preparation of the Parking Management Study (completed)
Phase II	Adoption and implementation of the Interim Action Plan
Phase III	Adoption of a Downtown Parking Management Plan

The purpose of this staff report is to present Rich and Associates (RICH) Downtown Parking Management Study Final Report (Phase I), propose an Interim Action Plan (Phase II) for review and consideration by the CVRC, and request direction to prepare a Downtown Parking Management Plan (Phase III). This report will describe the three phases and how they build upon each other.

RECOMMENDATION:

Staff recommends that the Chula Vista Redevelopment Corporation:

1. Accept the Downtown Parking Management Study; and
2. Approve the Resolution recommending that the City Council:
   a. Accept the Downtown Parking Management Study;
   b. Approve the Downtown Parking Interim Action Plan; and
   c. Direct staff to prepare a Downtown Parking Management Plan.

DISCUSSION

Chula Vista's only parking district was established in the downtown Third Avenue area in 1963, and now provides more than 1,700 public parking spaces through surface parking lots, on-street metered spaces, and one parking structure. Revenue and staffing for the District have fluctuated over the years, and the District's assets are in decline. Parking lots are in need of repairs, meters are outdated, many are inoperative, and there is inadequate revenue to pay for these capital improvements due to extremely low meter and parking fine rates. Although the District has been in place nearly 45 years, the City has never raised meter rates, which are some of the lowest in San Diego County.

The table below provides a brief summary of the publicly controlled parking supply in the Downtown Parking District, including parking lots and on-street metered spaces.

Public Parking	Location	Number of Parking Spaces
Lot #1	E Street and Landis South	14
Lot #2	North Landis and Davidson	75
Lot #3	South Landis and Davidson	118
Lot #4	Park Plaza	633
Lot #5	Church and Madrona South	44
Lot #6	Church and Madrona North	27
Lot #7	Center Street	70
Lot #8	Church and Del Mar	54
Lot #9	Church and Davidson South	30
Lot #10	Church and Davidson North	34
Lot #11	E Street and Church	30
On-Street	District	600
TOTAL		**1729**

Although the District has generated adequate revenue for staffing, administration and enforcement there has been inadequate revenue to maintain the public parking areas or make necessary capital improvements. This has contributed to a negative public perception about the availability and quality of parking in the downtown area.

The fieldwork results presented in the Downtown Parking Management Study (Study) clearly demonstrate that there is an overall surplus of parking in the downtown. Additionally, the report also describes a number of interrelated dynamics such as inadequate signage and the physical condition of the free public parking structure, that continue to diminish the overall effectiveness of the District. Therefore, significant operational changes must occur to improve and promote the District's assets and make the capital improvements necessary to achieving a successful parking district.

EXCLUSIVE NEGOTIATING AGREEMENTS (ENA)

In 2005, the Redevelopment Agency identified the development of public parking lots within the District as a necessary and positive step to better utilize existing assets, attract new developers, provide a variety of housing opportunities in downtown, and generate revenue to the Parking District for capital improvements. However, based upon the findings presented in RICH's Downtown Parking Management Study Final Report and community input, the Agency reconsidered the Exclusive Negotiating Agreements (ENA) with several developers.

In early 2007, the Agency had ENAs on four public parking lots (#3, #6, #9 and #10) within the downtown parking area. Two developers ultimately decided not to move forward, and then on August 23, 2007, the CVRC approved ENAs which moved two developers from Lot #3 to Lot #2 and from Lot #6 to Lot #10. This effectively reduced the number of parking lots considered for development and preserved more existing parking spaces.

DOWNTOWN PARKING MANAGEMENT STUDY (PHASE I)

To assist downtown business owners, residents, staff and decision makers in understanding the current dynamics of the downtown parking area, the Study addresses parking in the context of creating a vital and vibrant downtown. Using an analysis of current parking conditions, input from stakeholders, and an assessment of issues and conditions specific to downtown Chula Vista, the study provides recommendations and guidance for changes to parking policies, structure, operations and management. The findings of the Study have provided valuable information to City staff and the public about the necessity of creating a more efficient and organized management system as part of a fully functioning parking system.

Following are some of the key findings presented in RICH's Final Report:

- Overall the Study Area has more parking than currently needed. On average 43% of the spaces are unoccupied.
- The District is not functioning at its highest capacity and requires more cohesive management and attention.
- There is not enough revenue being generated to keep up with necessary maintenance and repairs.

- RICH calculated a parking generation rate of 2.37 spaces per 1,000 sf for all land uses, which supports the UCSP rate of 2.0 spaces per 1,000 sf.
- The Park Plaza Parking Structure is severely underutilized (peak occupancy of only 42 percent).
- The study concluded that Lot #3 is not suitable for development due to high occupancy rates and its strategic location within the District. This resulted in moving the ENA developer to Lot #2, as discussed previously. The Consultant determined that development of Lot #6 would have minimal impact on parking availability, but based upon significant concerns expressed by surrounding business and property owners, staff recommended that this ENA be moved to Lot #10, which was also previously discussed.

A significant conclusion of the Study is that ineffective management and lack of policies to address parking issues has hindered the District's ability to generate sufficient revenue to be self-sufficient. The following are key recommendations from the RICH report:

- Meter and parking fine rates need to be increased to generate adequate revenue for necessary capital improvements, such as the replacement of parking meters.
- One City staff person needs to be designated as Parking Manager to coordinate parking functions and interface with the community.
- Parking enforcement needs to be consistent to be effective.
- Revenue generated within the District should remain with the District, as it does now, and be utilized for capital improvements.

These recommendations are the basis for staff's proposed Downtown Parking Interim Action Plan (Attachment 3) and future development of the Downtown Parking Management Plan.

The Downtown Parking Management Study Final Report (Attachment 2) incorporates overall parking management goals and considers the best practices of other cities and the parking industry. These goals include sufficient staffing to develop and operate an effective parking management program, and parking enforcement. As part of developing a comprehensive parking program, the Study also considers and makes recommendations regarding parking operations, facilities, and current and future demand. For a complete list of findings, recommendations, implementation timeframes and financial impacts, please refer to the Downtown Parking District Recommendation Summary (Attachment 1).

The information contained within the RICH Downtown Parking Management Study Final Report is the basis for the actions proposed in the Downtown Parking Interim Action Plan described below.

DOWNTOWN PARKING DISTRICT INTERIM ACTION PLAN (PHASE II)

The Downtown Parking District Interim Action Plan primarily focuses on changes to management and operations, addressing significant functional changes that will provide opportunities for revenue generation to finance future improvements within the Downtown Parking District. Since the emphasis of the Interim Action Plan is to address management and increase revenue, most of the actions contained within the Action Plan carry minimal financial impact to the City. There are a number of additional necessary capital improvements that would require a significant financial expenditure, but until the District has an opportunity to increase its revenue, there are no funds for these improvements. These future improvements will be identified in the Management Plan (Phase III).

The complete Interim Action Plan is attached with the most significant of the recommendations described below:

- Continue to dedicate all revenue generated in the Parking District for parking improvements within the District.
- Appoint an Interim Parking Manager, from existing City staff, dedicated to overseeing and managing parking operations.
- Form a Downtown Parking Advisory Committee to advise the City Council on the development and implementation of a Downtown Parking Management Plan and review ongoing operations.
- Purchase new individual meters for on-street parking spaces and replace individual meters with multi-space machines in public parking lots.
- Maintain Lots #3 and #6, previously approved for development, as public parking.
- Make improvements to the paseos, such as murals and landscaping, to create a more inviting walking experience to and from the parking lots to businesses on Third Avenue.
- Increase the expired/overtime meter fine from $12 to $25.
- Increase parking meter rates as follows:

Time Limit	Current Rate	Proposed Rate
On-street 30 minute meter	$0.25 per 30 minutes	$0.25 per 30 minutes
On-street 2 and 3 hour meter	$0.10 per 20 minutes	$0.25 per 30 minutes
	$0.25 per 50 minutes	$0.50 per 60 minutes
Off-street 4 hour meter	$0.05 per 30 minutes	$0.25 per 30 minutes
	$0.10 per 60 minutes	$0.50 per 60 minutes
Off-street 10 hour meter	$0.10 per 60 minutes	$0.25 per 60 minutes

All the recommendations suggested in the Interim Action Plan, described above, are essential in providing a dedicated management structure for oversight of the District and in

generating additional revenue for improvements within the District. The implementation of the Action Plan is the second critical component in the City realizing an effective and functioning Downtown Parking District.

DOWNTOWN PARKING DISTRICT MANAGEMENT PLAN (PHASE III)

The final component of addressing the District's needs will be the preparation of a comprehensive management and implementation plan. The goals of the plan are to address existing deficiencies, identify necessary capital improvements and provide short and long-term strategies to promote the self-sufficiency of the District. The Management Plan will provide strategies that build upon the foundational changes to the management and operations of the District with the approval of the Interim Action Plan. Those strategies will address the following:

- Marketing and Signage
- Parking Policies
- Maintenance Program
- Technology
- Parking Allocation
- Park Plaza Parking Structure
- Bicycle Parking

The Management Plan will include recommendations to upgrade and/or implement new enhancements to the District ranging in cost from $550,000 to $1,000,000, depending upon the extent of the improvements. These projected costs include new tools for enforcement, more enforcement staff, new equipment and use of technology, marketing, signage, improvements to paseos and installing new equipment to encourage bicycling in the downtown area.

Staff will work with the Parking Advisory Committee (Interim Action #5) in the preparation of the Management Plan. It is expected that this Plan will be presented to the CVRC for consideration in Spring 2008.

CONCLUSION

As the first component of a three-phase process, the completion of the Downtown Parking District Management Study is a significant milestone in the City's efforts to revitalize and rejuvenate the downtown area, and it has helped initiate collaborative efforts between the City, business organizations, and community members. Understanding how parking impacts businesses and potential development is crucial to developing a clear and achievable plan that addresses long-term management and operations of the District. Realizing a District that is effectively managed, generates revenue for capital improvements and maintenance, and successfully provides convenient and reasonable parking opportunities for customers, visitors and employees are the eventual objectives of this process.

The approval and implementation of the Downtown Parking District Interim Action Plan is the second component of the process, and provides the first opportunity to create significant changes in the District by addressing outdated parking practices and inefficiencies. This lays the groundwork for the final phase, a comprehensive Downtown Parking District Management Plan that will outline additional actions necessary for achieving an efficient parking system.

DECISIONMAKER CONFLICT
Staff has reviewed the property holdings of the CVRC members and has found a conflict exists, in that Director Salas has property holdings within 5oo feet of the boundaries of the property which is the subject of this action.

FISCAL IMPACT
The implementation of the Interim Action Plan will create additional revenues for the District and will also result in expenditures for necessary capital improvements. Any future actions for the disbursement of Redevelopment Agency or City funds will be brought forward for consideration and approval.

ATTACHMENTS:

1. Downtown Parking District Recommendation Summary
2. Downtown Parking Management Study Final Report
3. Downtown Parking District Interim Action Plan

PREPARED BY: *Diem Do, Senior Community Development Specialist*

CATEGORY	FINDING	RECOMMENDATION	IMPLEMENTATION TIMEFRAME	ESTIMATED CAPITAL COSTS	ESTIMATED REVENUE
3.1 PARKING MANAGEMENT					
3.1.0 Downtown Parking District Status and Boundaries	The Downtown Parking District was formed in 1963 to provide meters, generate revenue, fund improvements and help control parking.	Maintain the District and modify the boundaries to E Street (north), Del Mar (east), Garrett (west) and H Street (south)	Third Quarter 2007	$0	$0
3.1.1 Parking Staff	The management of the parking system is not effective.	Form a Parking Advisory Committee (PAC) and appoint an existing staff person from the City's Community Development Department to act as the Parking Director	Fourth Quarter 2007	$0	$0
3.1.2 Parking Enterprise Fund	The District has fulfilled its obligation to continue to use funds generated by parking meter revenue and fines on parking-related activities.	Create one Parking Enterprise Fund and place all revenue generated from the Downtown District into this fund. Continue to designate these funds for parking-related activities within the District.	Fourth Quarter 2007	$0	$0
3.1.3 Parking Education	There is a general lack of awareness of parking facts.	Develop an educational program that continually stresses the costs of parking, enforcement regulations, transit options and the vision of a walkable community. Present the information on a continual basis.	Fourth Quarter 2007	$0	$0
3.2 Parking Policies					
3.2.0 City Parking Policies	Other than the in-lieu fee, there are no policies for parking	Parking policies need to be developed and updated as the downtown evolves. Policies should be established for overtime parking, enforcement strategies, parking allocation and parking rates.	First Quarter 2008	$0	$0
3.2.1 In-Lieu Fee	The in-lieu fee policy was implemented in 1980. The formula for calculating the fee is confusing and outdated.	Retain the program but revise the formula so that the cost per parking space be indexed to the cost of constructing one parking space in a parking structure.	Fourth Quarter 2007	$0	Difficult to project. Depends upon development.
3.2.2 Valet Parking	Valet parking is not currently used	City should develop a valet parking policy to regulate how valet operations would run.	First Quarter 2008	$0	$0
3.2.3 Residential Parking Permit	There is no residential parking permit in place.	Evaluate the impact of parking needs on surrounding residential areas and implement a residential parking permit program if necessary	First Quarter 2008	$0	$0
3.2.4	There has been a lack of information shared between the City and shareholders.	Prepare an annual report to be presented to the City Council and community on an annual basis.	Annually	$0	$0
3.3 PARKING OPERATIONS					

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3.3.0 Parking Revenues and Expenses	Parking revenues have been erratic, particularly from 2002 to present	Prepare a Parking District Operating budget that projects appropriate costs for maintenance of the District.	Annually	$0	$0
3.3.1 Marketing	There is no ongoing marketing campaign for the Parking District.	Develop an ongoing and budgeted parking marketing program. Coordinate with TAVA to implement under the direction of the Parking Advisory Committee.	First Quarter 2008-developed Ongoing-implementation	$15,000/yr	$0
3.3.2 Signage	The City is lacking in a comprehensive and coordinated sign program.	Develop a sign program that includes four types of signage: direction, location, identification and pedestrian wayfinding.	Second Quarter 2008	$10,000-$50,000	$0
3.3.3 Condition of City Parking Lots	The majority of the parking lots are in need of capital improvements	Make lighting, painting, signage, landscaping and resurfacing improvements as necessary.	Fourth Quarter 2007-Analysis of Facilities First Quarter 2008-Bid Second/Third Quarter 2008-Implementation	Not yet determined	$0
3.3.4 Existing Parking Area Configuration	Generally, the design and layout of the parking lots is efficient except for Lot 6	Remove the one-way restriction in the alley to allow legal access into Lot 6 and/or create an entry from Madrona.	Fourth Quarter 2007-Analysis of Facilities First Quarter 2008-Bid Second/Third Quarter 2008-Implementation	Not yet determined	$0
3.3.5 Paseos	Downtown Chula Vista has a number of paseos connecting parking lots to Third Avenue. Many of them need improvements to make them more attractive and inviting.	Install signage to better identify paseos. Consider using lighting, murals and landscaping to create a more inviting walking experience.	First Quarter 2008	$10,000-$100,000 depending upon types of improvements	$0
3.3.6 Validation System	The District does not currently have a validation system in place.	Institute a parking validation system that businesses can use to offer free parking to customers.	Third Quarter 2008	$3,000-$5,000	$0
3.4 PARKING ENFORCEMENT					
3.4.0 Parking Enforcement Staffing	The Parking Enforcement Program is not functioning at optimal efficiency. The enforcement officers do not just enforce parking within the District.	Dedicate enforcement personnel to the District. The officer must cover a consistent route and enforce during the entire enforcement period of Monday through Saturday 9 am to 5 pm.	Third Quarter 2008	$70,000 for an additional full-time position	$81,550 in average annual revenue increase based upon current fine and collection rates

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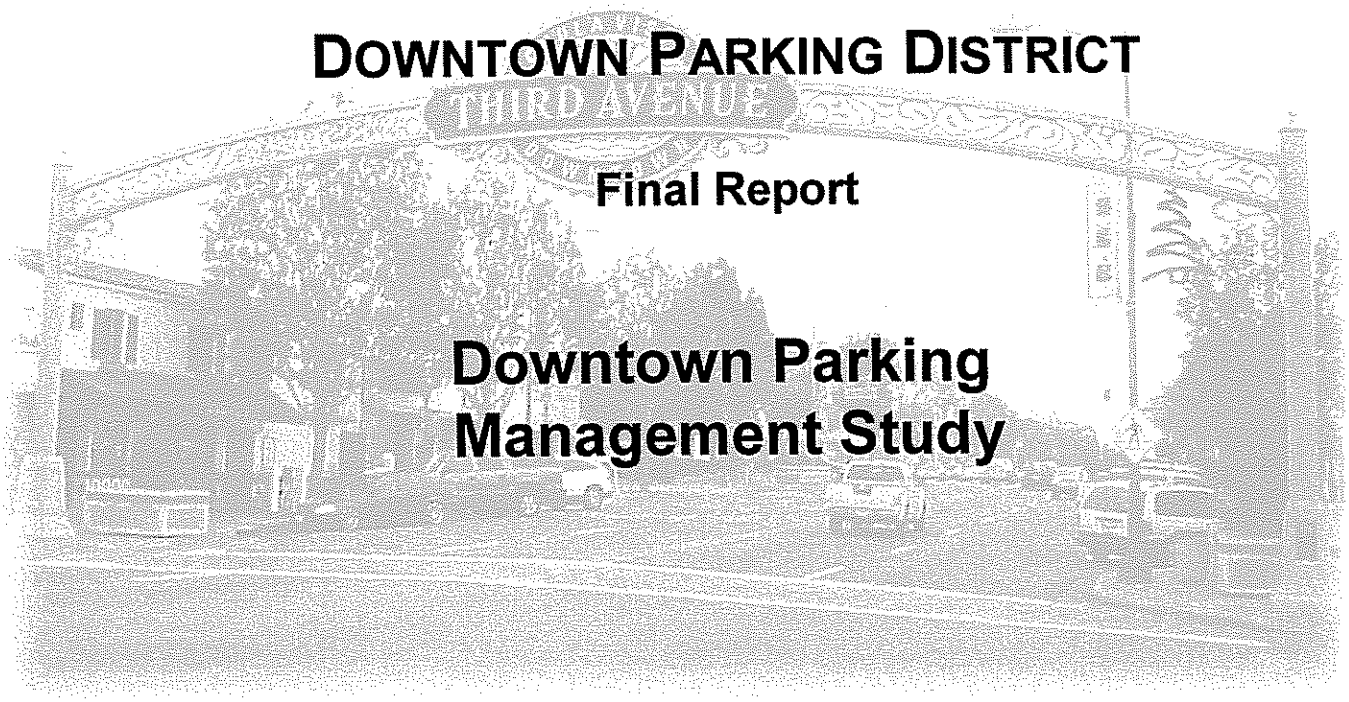
3.4.1 Handheld Ticket Writers	The handheld ticket writers are not being used to their full potential.	Upgrade the system to allow the handheld ticket writers to record and track license plates, provide information about outstanding tickets and number of tickets received and data regarding stolen vehicles and warrants.	First/Second Quarter 2008-Prepare specifications and issue Request for Proposals Third Quarter 2008- Enter into contract	$40,000	$75,500 in average annual revenue
3.4.2 Overtime Parking Fine	The overtime parking fine of $12.00 is not high enough to discourage parkers from knowingly violating parking regulations.	Increase the overtime parking fine from $12.00 to $50.00 consistent with the parking Violation Penalty Schedule	Third Quarter 2008	$0	$67,975 in average annual revenue increase based upon same number of citations issued
3.4.3 Multiple Tickets	Chula Vista currently issues multiple tickets for same day violations of expired meters.	Continue this policy of issuing multiple tickets	Currently in place	$0	$0
3.4.4 Courtesy Ticket	Chula Vista does not currently issue courtesy tickets.	Issue courtesy tickets for a first offense of a non-permit vehicle.	Third Quarter 2008	Loss of revenue from parking ticket	$0
3.5 PARKING AND REVENUE CONTROL					
3.5.0 On-Street Parking	Meters need to be replaced. Many are non-functioning. This causes enforcement issues.	Purchase new individual on-street meters that can accept coins, tokens and smart cards. Ideally the system would be wireless and solar powered.	First Quarter 2008-Prepare specifications and Bid Second Quarter 2008-Install	$160,000	$0
3.5.1 Off-Street Parking	The off-street parking lots have individual meters that are difficult to maintain for both collection and maintenance.	Install multi-space meters in lots #2, #3, #5 and #7. These machines can accept coins, tokens and smart cards and should be wireless and solar powered. The remainder of the lots could be upgraded to new individual meters.	First Quarter 2008-Prepare specifications and Bid Second Quarter 2008-Install	$210,000	$0
3.5.2 Parking Rates	The parking rates do not deter people from parking beyond the posted limits nor do the rates promote the use of the Park Plaza Parking Structure.	Increase the parking rates for meters and permits to $0.50/hr at 30-minute and 2, 3, and 4 hour meters. Increase to $0.25/hr at 10-hour meters. Increase permits to $120/qtr in all lots except #2 and #3 where the increase should be $180/qtr.	Second Quarter 2008	$0	$194,175/yr in new revenue for on-street meters, $144,805/yr in new revenue from off-street meters, and $57,600 in permit fees

3.5.3 Parking Allocation	The District has two different types of on-street meters: 30-minute and 2-hour	The 2-hour parking should be the dominant duration for on-street parking. Individuals requiring more than 2 hours should be directed to off-street parking areas. For Lots #2 and #3 convert to 3-hour time limits	Second Quarter 2008	$5,000 for signage changes	$0
3.6 PARKING FACILITIES					
3.6.0 Park Plaza Parking Structure	The parking structure is critically underutilized with average occupancy projected at 40%.	Upgrade signage, improve lighting, re-stripe the parking floors, conduct a conditions study and complete needed structural and cosmetic repairs and consider adding an	Fourth Quarter 2007	Not yet estimated	$0
3.6.1 Meter Color Coding	The existing meters are not marked to indicate the time limit, which is confusing for parkers.	Designate a color to represent each time limit then paint the pole to identify the meter.	Second Quarter 2008	$5,000	$0
3.6.2 Street Curbs	The street curb painting is inconsistent.	Street curbs should only be painted for no parking where required and for fire hydrate locations. Curbs should not be painted to reflect the type of parking available.	Fourth Quarter 2007-Analysis First Quarter 2008-Work completed	Not yet estimated	$0
3.7 BICYCLES AS ALTERNATE MODE OF TRANSPORTATION					
3.7.0 Bicycling as an Alternative to Driving	There is a need to promote bicycle usage in Chula Vista and to make coming to the downtown by bicycle more appealing.	Consider creating a bike route to the downtown and creating a marketing program to promote bicycle use as an alternative to driving. Create a special event to promote bicycles in an effort to help create alternative modes of transportation, which in turn cuts down on the number of parking spaces needed.	Fourth Quarter 2007	Not yet estimated	$0
3.7.1 Bicycle Parking	Chula Vista does have bicycle racks, although they are difficult to find.	Install new bicycle racks and institue a marketing program to promote the new locations.	Second Quarter 2008	$10,000-$75,000 depending on quantity and style of racks	$0
3.8 PARKING REQUIREMENTS FOR CURRENT AND FUTURE					

3.8.0 Traffic Impacts	There are currently no noted issues with respect to traffic.	Continue to monitor traffic flow within the downtown and the levels of service at principle intersections as development occurs and parking changes/additions are implemented.	Ongoing	$0	$0
3.8.1 Current Parking Analysis	Overall, there is a surplus of approximately 1,103 parking spaces within the Study Area. However, there are several blocks (2,3,9, 10 and 12) that have a deficit.	Directing customers and visitors to park in Park Plaza should alleviate the parking demand issues on blocks 2,3 and 12. The deficits on blocks 9 and 10 should be reduced when the Social Security office relocates and more people become aware of free parking in Park Plaza.	First Quarter 2008	$0	$0
3.8.2 Potential Parking Impact of ENAs	RICH reviewed lots 3,6,9 and 10 to determine the impact to the District if these sites were developed. All of the lots had moderately high occupancy levels, but lots 6, 9, and 10 had more available surrounding parking to alleviate any impact due to the loss of parking.	Maintain lot 3 as public parking. Developing lots 6,9, and 10 should have minimal impact, but if the surrounding parking areas cannot absorb the loss of parking consider entering into shared use agreements with existing parking lots or develop new parking.	Ongoing	$0	$0
3.8.3 Potential Future Parking Needd with Redevelopment of Third Avenue	The Urban Core Specific Plan may hasten redevelopment along Third Avenue, causing changes to the parking demand.	The future parking needs will depend greatly on redevelopment in the downtown area. If ENA sites are developed, utilize proceeds from the sale of parking lots for necessary capital improvements. The City will need to continually monitor development and parking needs.	Ongoing	$0	$0
3.8.4 Possible Parking Structure Sites	There is currently no need to construct additional parking. Although, RICH did consider potential parking structure sites if needed in the future.	Monitor parking needs and consider identified sites for possible development of parking structures in the future, if necessary.	Ongoing	$0	$0

Attachment 2

DOWNTOWN PARKING DISTRICT



Final Report

Downtown Parking Management Study

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Rich and Associates, Inc.
Parking Consultants – Planners
www.richassoc.com

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9. Table 3H-Chula Vista Findings and Recommendations Matrix

EXECUTIVE SUMMARY

Rich and Associates (RICH) was retained by the City of Chula Vista to prepare a parking management study for the downtown. The four primary objectives of the study were to:

- Analyze the current and future parking needs and review the current parking system policies and procedures;
- Prepare recommendations for addressing parking needs, including parking management, shared use opportunities and transportation modality;
- Develop a parking management plan for efficiently and effectively utilizing parking resources, and
- Provide education and information to the public about public parking, including the cost of providing and maintaining parking.

Rich and Associates staff began the study in December 2006. This included a complete inventory of existing parking supply and building land uses, parking turn-over and occupancy counts for on-street and off-street parking, and one public meeting to discuss the purpose of the study and then listen to comments and concerns from stakeholders.

There were additional stakeholder meetings beginning January 2007; including a review of best practices in February, presentations of findings in March and presentations of recommendations in April.

The following is a summary of a few of the best practices applicable to Chula Vista:

- Strong parking management requires a designated leader and a parking committee made up of stakeholders and City representatives involved with parking.
- Parking generation rates are moving towards requiring parking maximums as opposed to minimums. Codes based upon individual land uses are moving to a form based generation rate in which one parking ratio (generally per 1,000 square feet of area) is used for all land uses.
- Parking signage is necessary to introduce customers and visitors to the parking system. There need to be signs prior to getting to the downtown, then similar signage that directs parkers to the parking areas and names or identifies the parking area and applicable parking rates and finally signage that directs the parker to major destinations and streets once they have exited their vehicle.
- A parking system should be self-sufficient. This means that revenues are sufficient to pay for operating expenses, capital maintenance and a reserve

fund for future projects. In general, this requires revenue generated within the District remain in the District.

- Parking enforcement must be consistent. The enforcement officers must be assigned only to parking enforcement duties. Hand held technology should be used to write tickets and to enforce vehicles that are in violation.
- Consistent marketing of the parking system is critical and includes branding the, newsletters, web sites, maps etc.
- In a parking district there is a charge for all parking, and in general, the on-street is priced higher than the off-street.

The overall findings and recommendations are:

A. Management and Operations

1. In order to address potential parking needs of future restaurants and entertainment establishments, the City should consider an ordinance controlling how valet parking should operate.

2. The in lieu fee program should be maintained, though the cost should be based on a reasonable percentage of the most recent estimate of construction cost of a structured parking space.

3. Stakeholders had questioned monies that had gone into the in lieu fund and expenditures from the fund. There appeared to be no irregularities with either the monies going into the fund or expenditures from the fund.

4. Communication between the City and stakeholders needs to be consistent with respect to the revenue and expenses of the parking system and the in-lieu fund. An annual report should be prepared the details revenue received from all sources of parking and then expenses. For the in lieu fund; revenue taken in and expenditures from the fund should be reported.

5. Parking management is disjointed with no single point of contact. Rich and Associates recommend a two-phase approach. The first phase is to form a Parking Advisor Committee, appoint someone from the City's Community Development department as the parking director, and treat parking as an enterprise fund. The second phase once the parking system matures is to consider hiring outside parking management.

6. The Downtown Parking District expired in 1999 but has continued to operate as a district since that time. Rich and Associates recommend that the parking meters remain to control parking use and to generate funds to improve the parking system.

7. Marketing of parking is a crucial element in parking operations and must be consistent. This includes for example consistent messages to employers and employees on the importance of reserving the two and three-hour spaces for customers and visitors.

8. The length of stay policy for Lots 2 and 3 should be modified from two to three-hours and permit sold specifically for parking in these lots and should be priced higher than permits in other lots.

9. Parking rates at the meters and permit rates need to be increased to assist paying for improvements and to adequately control parking. Stakeholders expressed an opinion that rates needed to be increased. Proposed meter rates increases vary with the meter length of stay. Permit rates would increase from $54.00 per quarter to $120.00 per quarter in all lots except for lots 2 and 3. These lots would have permits sold specifically for use in these lots and the quarterly rates are recommended to be $180.00 per quarter.

10. Signage is an important element is marketing parking and for level of service provided to parkers. Parking signage that directs people to different parking areas, gives information about the type of parking available and identifies the name of the lot is necessary. Parking signage in the downtown needs to be updated and improved.

11. The paseos are resource since the majority of the off-street public parking along Third Avenue is behind buildings. The paseos need to be better identified on both the Third Avenue and parking lot side and then improved with murals and additional lighting to make them inviting and interesting

12. Bicycle parking needs to be improved and promoted. This is consistent with the UCSP vision. This should include improved bike racks with signage, marketing of this amenity to the public to enhance bicycle use and if a new parking structure is developed; including facilities in the parking structure for bicycle storage, lockers and possible showers.

B. Parking Enforcement

1. Enforcement is not consistent within the district. There needs to be enforcement from 9:00 A.M. to 5:00 P.M. using routes that are covered every two hours. This may require two full time parking enforcement officers.

2. Parking fines should increase to $50.00, which brings Chula Vista's fines in line with recommendations from the Parking Violation Penalty Schedule as prepared by the San Diego Parking Penalties Executive Committee in June 2005. In addition, issue courtesy tickets to first time offenders that identify where longer term parking, such as the Park Plaza parking structure, is available.

3. The handheld ticket writers used by enforcement should be upgraded so that they can be used to enter in plate numbers to track vehicles moving from two-hour space to two-hour space during the day and to track vehicles with unpaid parking tickets.

C. Parking and Revenue Control

1. On-street meters are in poor condition and need to be replaced. In four parking lots, multi-space meters are recommended instead of individual meters.

D. Parking Facilities

1. There are several parking lots that are in need resurfacing and other minor repairs. Overall, signage within the parking areas needs to be improved. Lighting in several lots needs to be repaired and upgraded. Landscaping needs to be maintained so that it does not provide a place for people to hide.

2. The Park Plaza parking structure is an underutilized asset. In order to make it more attractive to parkers the signage and lighting needs to be improved, a study made of the conditions of the facility and then physical repairs made to the structure and possibly an elevator added to the north side.

E. Parking Requirements

1. Rich and Associates developed parking generation rates for land uses in Chula Vista based on surveys of businesses and employees and on the results of the occupancy studies. It was determined that a formed based parking generation rate was consistent with the land uses in the study area and with best practices.

2. Rich and Associates' analysis of parking spaces required for individual land uses supports the formed based parking generation factor of 2.37 spaces per 1,000 square feet for all land uses. This finding supports the 2.0 formed based parking generation rate identified in the UCSP.

3. Currently there is an overall parking surplus in the district, though there were several blocks that did show deficits. With the changes proposed in the report such as better utilization of the Park Plaza parking structure, there is sufficient parking today.

4. While currently there is a surplus of parking in the district, the possibility of development of ENA sites will eliminate parking in the district.

    a. ENA development on Lot 3 will eliminate existing parking spaces that have a high occupancy rate and are central to many businesses on Landis and Third Avenue. Maintain Lot 3 as a public parking lot if the

occupancy continues to be high after the recommended changes to the lot and to the Park Plaza parking structure.

b. With ENA development on Lot 6, the City should pursue the Baptist Church parking lot next to Lot 6, since the development planned would not allow for replacement public parking to be developed on the site.

c. ENA development of Lot 9 or 10 will require displaced parkers to use Lots 8 and 11.

5. With maximum build-out of Third Avenue in the future based on the UCSP, there is a potential shortfall of about 500 parking spaces although a significant amount of new square footage could be developed without negatively impacting the amount of available parking.

6. Three sites were identified for potential parking sites if required in the future:

   - Site 1 Block 6: The vacant lot on the east side of Third between G and Alvarado Streets.
   - Site 2 Block 4: Baptist Church lot in combination with Lot 7.
   - Site 3 Block 1: West side of Church between E and Davidson Streets.

For any of these sites the City should consider a mixed-use facility that would include ground floor commercial uses and possible residential units above the parking structure.

In summary, the parking in Chula Vista needs to be operated as a parking system. There is positive momentum in the downtown, and as projects develop there will be the need for stronger parking management and enforcement. There needs to be a collaborative effort between the City and stakeholders with respect to the overall parking planning, operation and communications. In order to monitor the parking system and to fine tune the recommendations contained herein, we strongly recommend that the study be updated every two years to monitor changes in land uses and densities, parking utilization, enforcement and communications.

Section One – Parking Study Overview

1.1 Background

This study, prepared for the City of Chula Vista's downtown, serves to examine the existing parking system from both a qualitative and quantitative standpoint. The City of Chula Vista contracted Rich and Associates (RICH) to prepare a parking planning study which would inventory and review the existing parking and make recommendations regarding the development of potential future parking. A number of issues were examined including operations, management, in-lieu of parking fees, enforcement, current and future parking demand, development scenarios, and future parking needs.

For this project, RICH initiated the process with a field study, meetings and stakeholder interviews. Data collected as background material was analyzed using methods that involve statistical analysis and survey feedback from user groups. The study drew on standards developed by the Institute of Transportation Engineers (ITE) and the Urban Land Institute (ULI), which were modified as necessary according to the survey results from Chula Vista in order to suit the unique circumstances present in the downtown. Considerations for this study include levels of development/redevelopment, the number of restaurants and banquet halls, specialty retail stores and the planned development of residential units in the downtown.

Within the primary study area, which encompassed the parking district plus additional area, the parking supply consists of a mix of on-street and off-street parking. The on-street spaces are primarily metered with a small number of spaces signed with time restrictions. The off-street parking supply consists of a mix of surface parking and two parking structures; one public and one privately owned. The majority of the parking supply within this area is publicly provided by the city with several smaller lots privately controlled by individual businesses.

1.2 Best Practices

RICH presented information on Parking Best Practices and Strategies to the community at the February 2007 public meeting. This presentation represented the most effective practices that other communities have successfully planned, implemented and managed to address their parking needs.

In summary, the most relevant Best Practices applicable to Chula Vista are:

- Strong parking management requires a designated leader and a parking committee made up of stakeholders and City representatives involved with parking.

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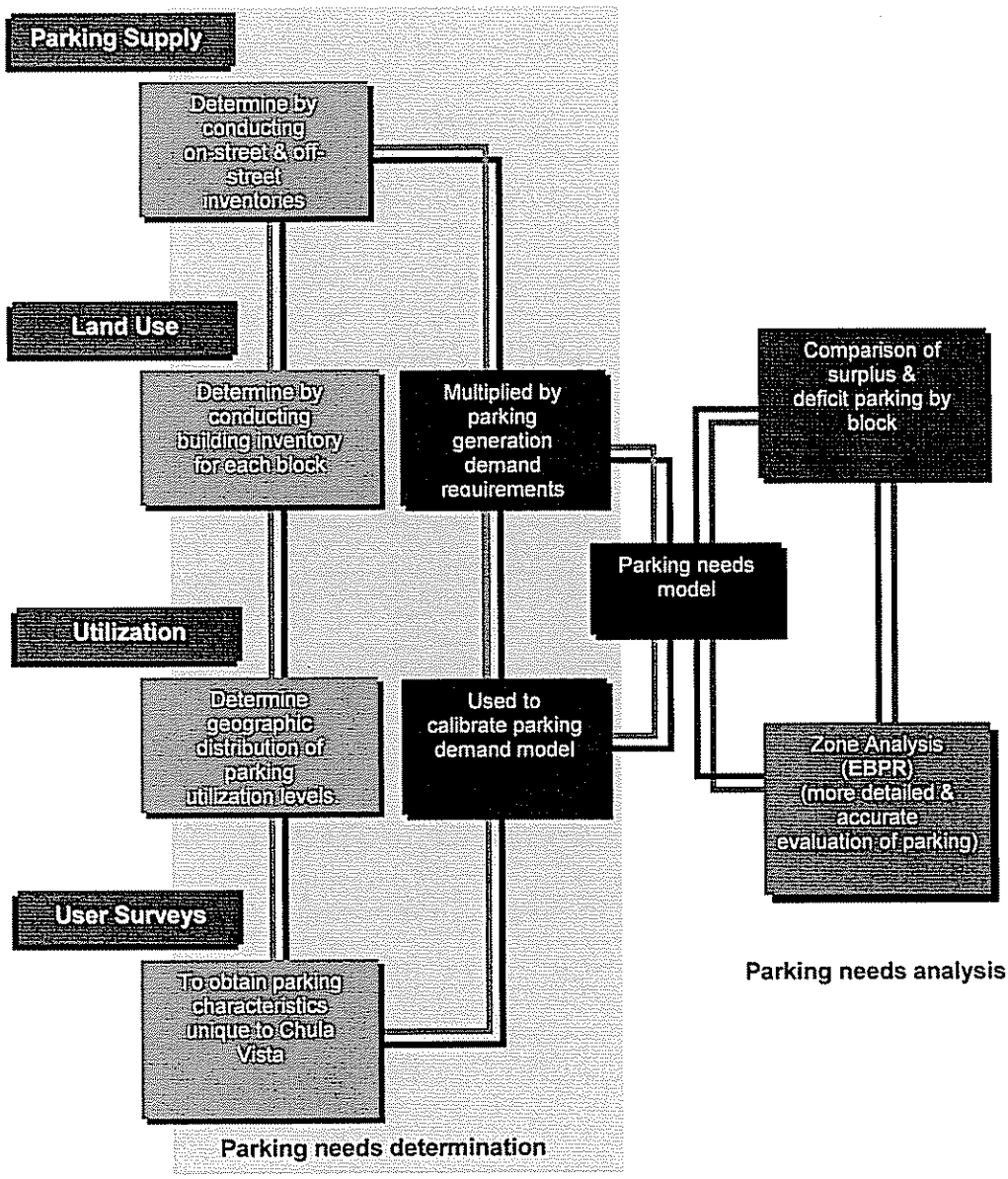
- Parking generation rates are moving towards requiring parking maximums as opposed to minimums. Codes based upon individual land uses are moving to a form based generation rate in which one parking ratio (generally per 1,000 square feet of area) is used for all land uses.
- Parking signage is necessary to introduce customers and visitors to the parking system. There need to be signs prior to getting to the downtown, then similar signage that directs parkers to the parking areas and names or identifies the parking area and applicable parking rates and finally signage that directs the parker to major destinations and streets once they have exited their vehicle.
- A parking system should be self-sufficient. This means that revenues are sufficient to pay for operating expenses, capital maintenance and a reserve fund for future projects. In general, this requires revenue generated within the District remain in the District.
- Parking enforcement must be consistent. The enforcement officers must be assigned only to parking enforcement duties. Hand held technology should be used to write tickets and to enforce vehicles that are in violation.
- Consistent marketing of the parking system is fundamental and should include branding the parking, newsletters, web sites, maps etc.
- In a parking district there is a charge for all parking, and in general, the on-street is priced higher than the off-street.

1.3 Scope of Services

Phase One of developing the Downtown Parking Management Study involves quantifying and qualifying the parking needs in the study area to determine the parking. This was done through fieldwork, utilization studies, surveys and a series of public and stakeholder meetings. The flow chart below details the process.



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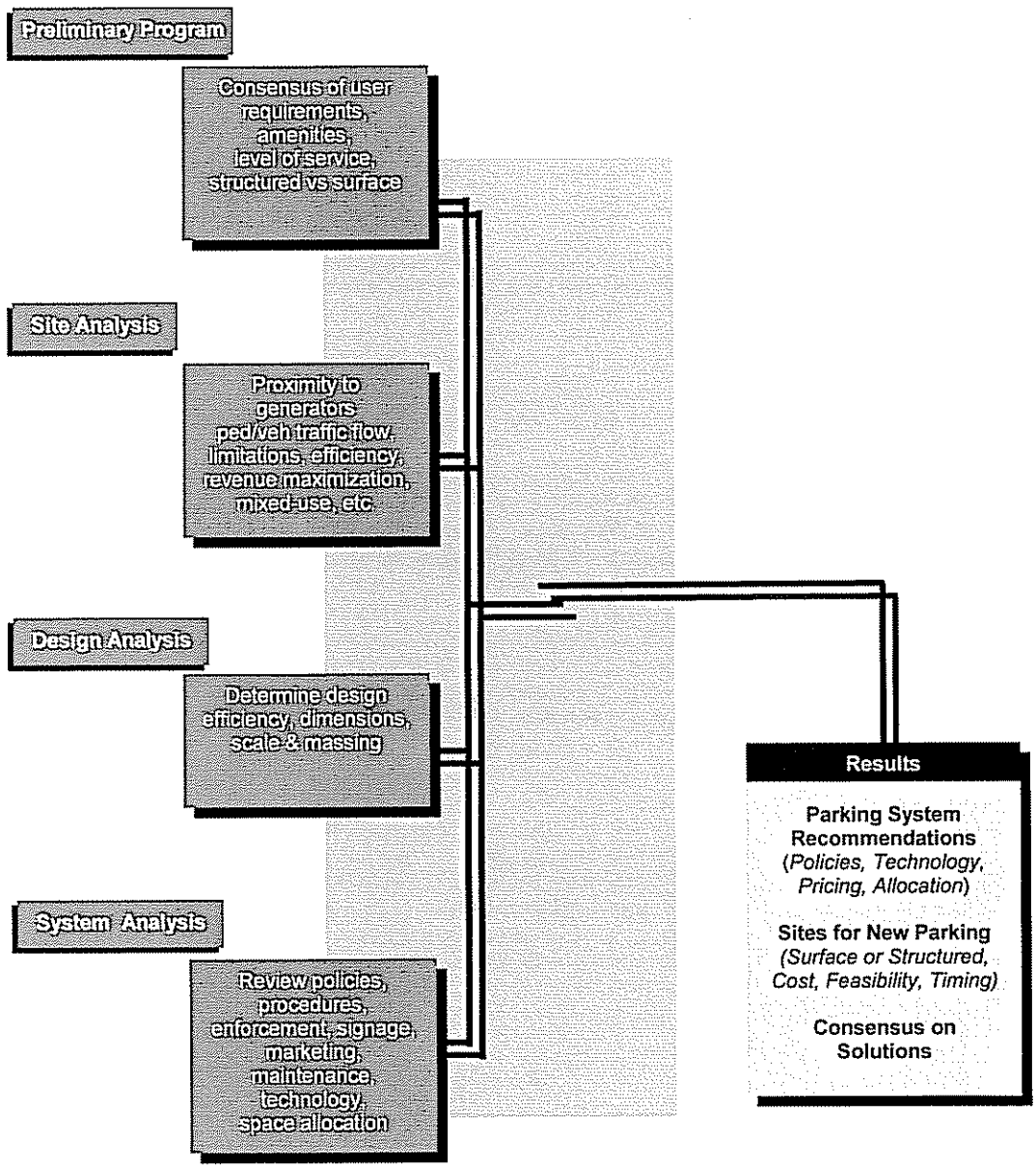
Phase Two of the Downtown Parking Management Study involves reviewing the current parking system, the existing parking facilities, parking policy, parking signage, way finding, and enforcement. RICH then develops recommendations for short and long term parking improvements that combine the parking system and management improvements with capital improvements as needed. The flow chart below details the process.



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1.4 Study Area

The study area, as determined by the City of Chula Vista and RICH, is illustrated in the **Map 1 (Study Area Map)** located on the following page. RICH evaluated the parking conditions, supply and activity of the 15-block study area. The study area was divided into a primary area (the blocks north of "G" street) as well as a secondary study area, which are the blocks between G and H Streets.

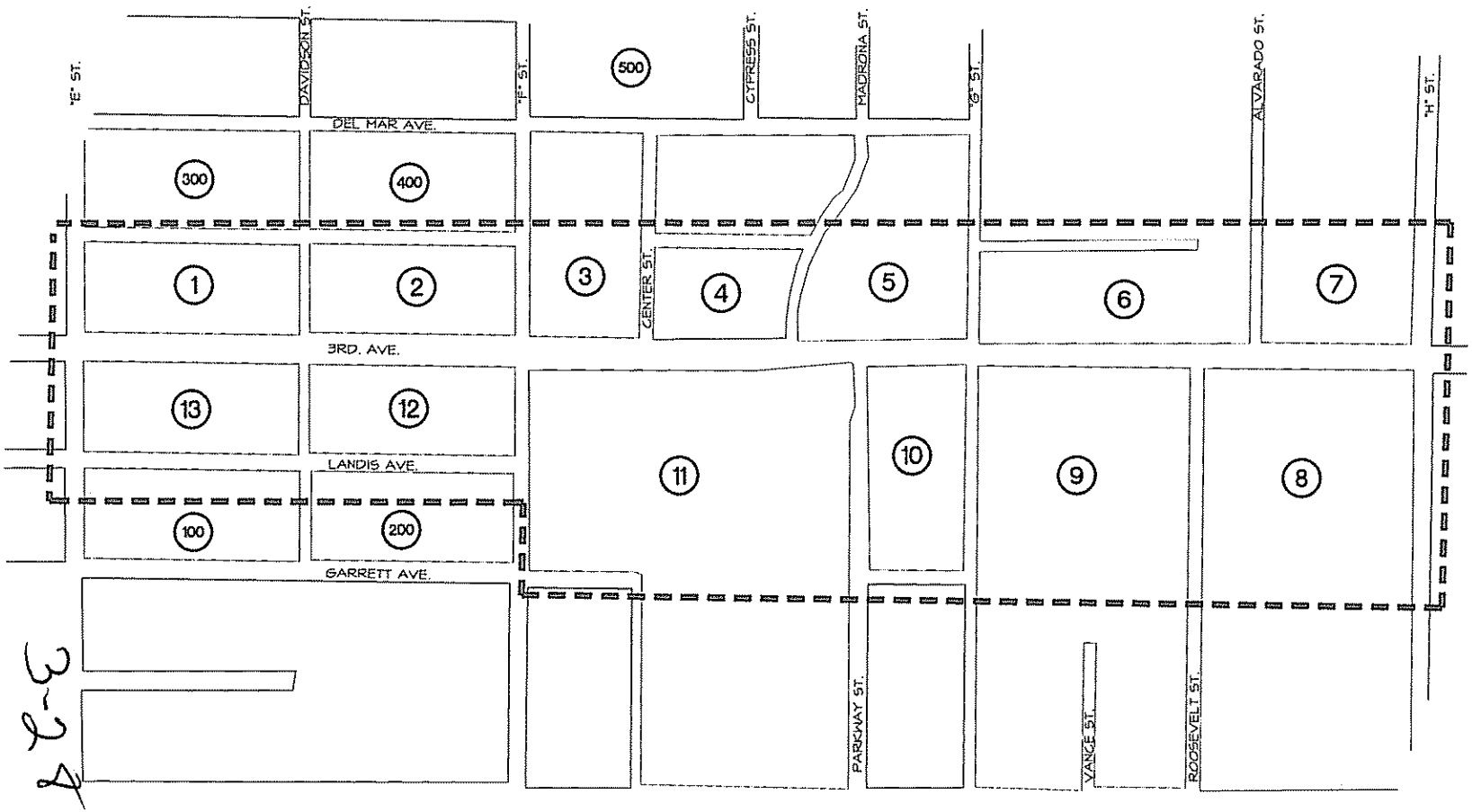
Though not in the study area, the transit focus areas (H and E Street stations) were evaluated as part of the turnover and occupancy analysis since they are part of the transit operation. RICH reviewed transit usage based on statistics provided by the City's Public Works Transit Administration Department. In general, over the last year there has been a five percent increase in ridership on Third Avenue between E and H Streets. This increase in ridership is a positive indicator that the goal to promote other modes of transportation as envisioned by the UCSP is achievable. This is a factor that was considered by RICH when formulating the formed based parking generation factor discussed in Section 2.4 of this report. This information is important since one of the goals of the city is to enhance alternate modes of transportation and promote the use of other available modes of transportation such as buses, trolley, bicycling and walking. The bus and trolley lines are fundamental options for customers and visitors to the downtown that decrease the need for driving and parking.

The study area consists of a mix of land uses including residential, retail, restaurants, small homes that have been converted into businesses, a government use (Social Security Office that will be relocating from this site), medical and dental offices. The number of medical and dental offices in the study area is unusual for a downtown. This land use type has a different dynamic in terms of the number of spaces needed per 1,000 square feet and the needs of patients to walk from parking to the medical office.

The study area also includes several larger commercial buildings at the southern end and several storefronts that have been converted into banquet facilities along the Third Avenue corridor. This mix of land uses is fairly typical in medium sized downtowns with the exception of the banquet facilities. The banquet facilities are important since in general their parking demands are in the evenings and on weekends. Therefore, they have less of an impact to parking during the weekday daytime hours when parking demands in downtown Chula Vista are typically higher, but a higher impact on nights and weekends, when the parking demands in downtown Chula Vista area are lower.

In addition to the existing land uses, RICH considered the impact on parking that the 24 Hour Fitness facility might have since this use is expected to open in Summer 2007 in the former theater location on Third Avenue. Based on our experience, the peak demand for this type of facility is early morning and evening. This should not significantly impact Chula Vista's parking availability since this is typically when

3-27



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DWG. TITLE:

STUDY AREA

MAP 1

LEGEND

(#) BLOCK #

STUDY AREA BOUNDARY

DATE: 01-09-07

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PAGE : 1-4

parking demand for the District is lower. The existing and future mix of uses was evaluated and considered in our assessment of the overall District and Study Area.

1.5 Community Outreach and Participation

RICH conducted a series of four community meetings where input and information regarding parking issues was gathered. In addition, there were individual and group meetings between members of RICH staff and local organizations and stakeholders to discuss parking issues. RICH also conducted a business manager survey and an employee survey. This provided RICH with information from businesses in Chula Vista that was then used to calculate parking generation rates specific to Chula Vista and not just based on a national average.

Following is a summary of the meetings that were held and the subjects covered:

Community Meetings

- December 12, 2006: Morning public meeting to present the project approach, schedule and to gather comments by community and stakeholders on specific parking issues.
- February 15, 2007: Presentation of an overview of Parking Best to community and stakeholders in a morning and evening meeting.
- March 8, 2007: Presentation of findings from fieldwork and investigation to community and stakeholders in a morning and evening meeting.
- April 12, 2007: Presentation of preliminary recommendations to the community and stakeholders in a morning and evening meeting.

Stakeholder Meetings

- Week of December 11, 2006: Meetings with individual stakeholders in two public meetings to discuss the study process and to gather comments on parking issues.
- January 11 and 12, 2007: Meetings with specific stakeholder groups including Third Avenue Village Association (TAVA), Chula Vista Chamber of Commerce, and Landis property owners to discuss specific issues that these groups have and understand their perspectives.

A copy of each of the Power Point presentations distributed at the community meetings is included as **Exhibit 1 (PowerPoint Presentations)** at the end of the report.

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1.6 History of Parking District

1.6.1 Establishment of a District

(cited from information provided by Diem Do, City of Chula Vista)

In 1963, in response to a citizen-initiated petition, the City Council created the Downtown Parking District (DPD) under provisions of the California Parking District Law of 1951. The goal was to promote the development of public parking in the core downtown. The DPD encompasses an area surrounding Third Avenue, roughly from E Street to G Street and one and a half blocks east and west of Third Avenue. It was at this time that parking meters were installed on some streets in the DPD. Certain city owned properties, as well as privately owned properties that were acquired for parking, were designated for parking development.

Funding for the DPD came from a transfer of $320,000 from the City's general fund. This was used to establish the Parking District No.1 Acquisition and Improvement Fund (PDAIF).

In forming the DPD, the City agreed to maintain parking meters for 36 years or that portion of 36 years that there is remaining interest or principle on the bonds. Bonds were never issued, but the initial allocation of General Fund money was approved by ordinance to act as the bond issuance. The DPD did function as it was intended, although there was no assessment levied to property owners and no bonding of District monies. Technically, the DPD's obligation to maintain meters and designate funds generated within the District for parking-related expenses expired in 1999. The City has continued to maintain the district and utilize all of the revenue for administration and maintenance.

1.6.2 In-Lieu Fees

In 1980 the City adopted in-lieu fee policy for Sub Area 1 of the Town Centre 1 Project Area. The Town Centre 1 Project Area has different boundaries than the Parking District, although it encompasses a great deal of the DPD. Please refer to **Map 2 (In-Lieu Fee Boundary Map)** located on the following page for a comparison of the District and In-Lieu Fee Policy boundaries.

The in-lieu policy states that instead of providing on-site parking, developers in Sub Area 1 have the option of paying a fee, which relieves the developer from providing the required on-site parking. The fee was not intended to guarantee anyone specific parking areas or spaces within those areas.

The fees collected under this policy are to be used for the purchase or development of parking sites which benefit the Sub Area. In 1987, the City granted the Redevelopment Agency the ability to use the in-lieu fee revenue to acquire or develop land for public parking.

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Downtown Parking District

Town Centre I
In-Lieu Parking Area

331

Downtown Parking Districts and In Lieu Fee Boundaries

Map 2

The in-lieu fee is based upon the number of required parking spaces for the development multiplied by 350 square feet and then multiplied by 25% of the fair market value of the land all divided by four. The land value figure currently utilized in this calculation is $20.00 per square foot. The formula is:

$$\frac{\text{Number of spaces required} \times 350 \times 25\% \text{ of fair market value}}{4}$$

1.6.3 Park Plaza Parking Structure

Around 1984 the City constructed the Park Plaza parking structure located at the intersection of F Street and Third Avenue. The structure contains approximately 633 parking spaces and is free to the public and provides parking for the adjacent property owners. Under an agreement with the adjacent property owners, the City paid for all of the construction and finance costs on the condition that the property owners pay the City defined flat rates and percentage payments for the use of the parking structure. Payments were established for a period of 33 years. The property owners are responsible for ongoing maintenance and housekeeping of the parking structure and the City is responsible for the capital repairs.

1.7 Urban Core Specific Plan

(Cited from a document prepared by Diem Do, City of Chula Vista)

The Urban Core Specific Plan (UCSP) is a zoning document that was adopted recently by the City that follows the general direction of the City's General Plan. It establishes a detailed vision, guidelines and regulations for the Urban Core. The adopted UCSP contains parking standards, similar to those of other communities where increased mobility by all modes is encouraged.

The UCSP contains guidelines concerning parking and transit that focus on creating a more pedestrian oriented downtown core. The UCSP proposes changes that will increase densities, widen sidewalks, reduce traffic lanes and institute bike lanes, thus creating a pedestrian oriented core with intensified transportation routs linking people to the downtown. Once a person is in the downtown core, walking becomes the preferred method of transportation, rather than driving and parking to each destination. This fulfills the "Park once shop twice" mentality.

Foundational to the UCSP is promoting the pedestrian first, then bicycles, transit and automobiles. The USCP places a strong significance on a transportation plan that is well linked to multiple modes of transportation. This plan places importance on H Street serving as the transportation node to pedestrian movement on Third Avenue. This approach takes the priority from the car and places it on the pedestrian thus changing the number of single vehicle trips, slightly reducing the number of parking stalls needed in the downtown, and creating a more pedestrian oriented downtown core.

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Section Two - Analysis

2.1 Introduction

Analyses were performed to determine the current and future parking demands and general parking needs for the study area taking into consideration the goals and vision of the Urban Core Specific Plan. Also, research was conducted to determine how the parking was being operated and how elements related to parking were being used. The data collected and compiled by RICH included;

- An inventory of on and off-street parking supplies in the study area
- Turnover and occupancy studies for public and private on and off-street parking areas
- Permit parking occupancy study for off-street public parking areas
- Block-by-block analysis of the square footage and use of every building in the core study area. The footprint of each building was scaled and estimated from an aerial photograph and cross referenced with RICH field notes regarding land use and the number of floors per building to determine an approximate gross floor area for each building. It should be noted that this methodology does not result in precise reporting of square footage of land use
- Review of the conditions of each parking area
- Review of signage, graphics and way finding as it relates to parking
- Meetings with City staff and stakeholders to discuss parking operations and policies

2.2 Parking Inventory

Based on RICH's research we believe that if a city is going to successfully manage a parking program that it is desirable to have public control of at least 50 percent of the parking supply. This allows the city to effectively manage the parking in terms of allocation and market pricing. Within both the total study area and within the primary study area, the city meets or exceeds the control criteria.

City control of over half or more of parking in the downtown also allows the parking to be enforced with more efficiency when properly performed. With proper management and enforcement, parking can also be used as an economic incentive. This allows the city to respond to use changes in the downtown and work with development proposals more effectively.

In the Study Area, there are a total of 3,551 parking spaces, and of these, 625 are on-street, 1,193 are public off-street and 1,732 are private off-street parking. The on-street parking consists of 11 different types of spaces. These include unrestricted

parking, metered spaces ranging from 15-minute time limits to ten-hour time limits and one or two-hour time limit free parking.

Within the total study area, the City of Chula Vista controls 51 percent of the parking in the downtown. Within the primary study area, which includes the blocks north of G Street, the percentage of spaces the city controls rises to 76 percent.

On the following page is **Map 3 (Parking Supply Map)**, illustrating the existing parking supply in the Study Area. For details on the actual parking supply in the downtown study area refer to **Exhibit 2 (Table 2A-Parking Supply Summary)**. The information contained in Exhibit 2 is based upon actual counts by RICH staff. In most cases, the parking spaces could be definitively counted. In some cases though, the number of parking spaces was estimated, especially where spaces were not well marked.

2.3 Turnover and Occupancy Study

Initially, turnover and occupancy counts were undertaken in the downtown study area over the course of two consecutive business days in December to compare and contrast how parking use varied. This was followed up by a specific analysis of permit parking in city off-street lots, and then a one day limited occupancy count in March to assure RICH that the original counts that were conducted in December were not underestimating the parking usage.

The following are definitions used for the turnover and occupancy analysis:

- *Turnover* - Turnover is the number of vehicles that occupied a parking space in a particular period. For example, if a parking lot has 100 spaces and during the course of the day 250 different vehicles occupied the lot, then the turnover is two and a half times (2.5).
- *Occupancy* - Occupancy represents the number of spaces occupied at each period or circuit.
- *Circuit* - A circuit refers to the two-hour time period between observances of any one particular parking space. For the turnover and occupancy study, a defined route was developed for each survey vehicle. One circuit of the route took approximately two hours to complete and each space was observed once during that circuit.
- *Block Face* - A number was assigned to each block within the study area. Each block is then referenced by its block number and by a letter (A, B, C or D). The letter refers to the cardinal face of the block; with (A) being the north face, (B) the east face, (C) the south face and (D) the west face. Therefore, a block designated as 1A would refer to the north face of block 1.

The turnover portion of the analysis, where license plate numbers were recorded, applied to city controlled on-street and off-street spaces with time limits less than ten-hours to determine how long individual vehicles where parked in certain spaces and if they were moving their vehicles to avoid being cited for overtime parking. In the

KEY

- PRIVATE
- 15 MIN / 30 MIN
- 2 HR
- 10 HR. (METERED)
- 1 HR
- PUBLIC
- UNMARKED (+/-)
- 4 HR METERED
- 3 HR

NOTE:
OFF STREET FOR BLOCKS 100, 200, 300 AND 400 NOT SHOWN

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DWG. TITLE:

PARKING SUPPLY

MAP 3

LEGEND

(#) BLOCK #

DATE: 01-06-07

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PAGE : 2-4

3-35

ten-hour metered spaces and in private off-street spaces, the number of parking spaces occupied was observed during each two-hour circuit. The turnover information also yields an occupancy result for the parking area and therefore for each circuit a composite occupancy was derived.

Turnover is an indicator of how often a parking stall is being used by different vehicles throughout the course of the day. Turnover is relevant to time periods when parking meter limitations (or time limits for non metered spaces) are being enforced and is most important to short-term customer and visitor parking.

Occupancy is an important aspect of parking because it helps us to understand the dynamic of how parking demand fluctuates throughout the day. Likewise, the occupancy can be used to illustrate how parking demand is impacted by events in the downtown area. Overall, the occupancy data was used by RICH to calibrate the parking demand model.

2.3.1 Turnover and Occupancy Analysis (December 14 and December 15, 2006)

The turnover and occupancy analysis took place during a span of two days: Thursday, December 14, 2006, and Friday, December 15, 2006. The first circuit began at 9:00 A.M. with the final circuit beginning at 7:00 P.M. The analysis covered public and private parking in and around Chula Vista's downtown core. These typical business days were selected to determine Chula Vista's turnover rate and to understand how employee-parking utilization was impacting the parking operations.

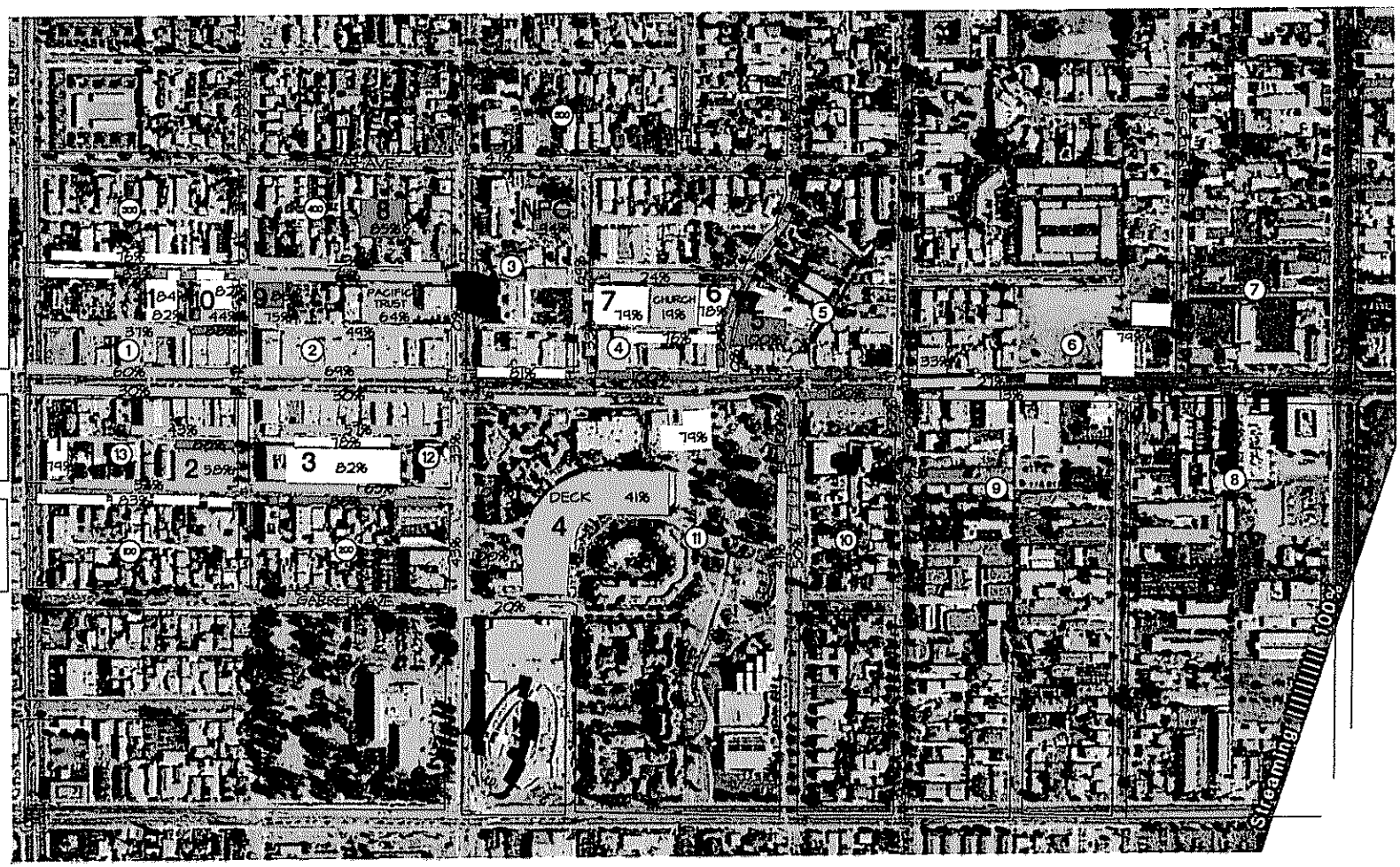
Turnover was recorded from 9:00 A.M. through 7:00 P.M. Although a circuit began at 7:00 P.M., metered spaces are only enforced through 6:00 P.M.; therefore from 5:00 P.M. until 7:00 P.M. public and private parking was counted for an occupancy analysis only, no license plates were recorded. During the turnover analysis, license plate numbers were recorded in virtually all on-street spaces and the municipal lot spaces that were restricted to less than ten-hour parking.

Following are **Map 4 (December 14, 2006 Peak Hour) and Map 5 (December 15, 2006 Peak Hour)** illustrating the peak hour demand observed during the two-day turnover and occupancy counts.

2.3.2 Turnover Results

On-Street 2-Hour Spaces

On-street spaces should have shorter parking time limits to encourage turnover and provide enough availability for customers and visitors to the downtown area. Since on-street spaces are the most visible they are generally considered to be the most convenient. Ultimately, a parking district should provide enough shorter-term on-street parking that is appropriately priced so that parkers are discouraged from circling to look for parking and will consider parking that may be further away and



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DWG TITLE:

PEAK HOUR

12-14-06 - 11:00 am to 1:00 pm

MAP 4

LEGEND

BLOCK #

85% - 100%
75% - 84%
50% - 74%
0 - 49%

DATE: 04-07-07

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NORTH

SCALE: N.T.S

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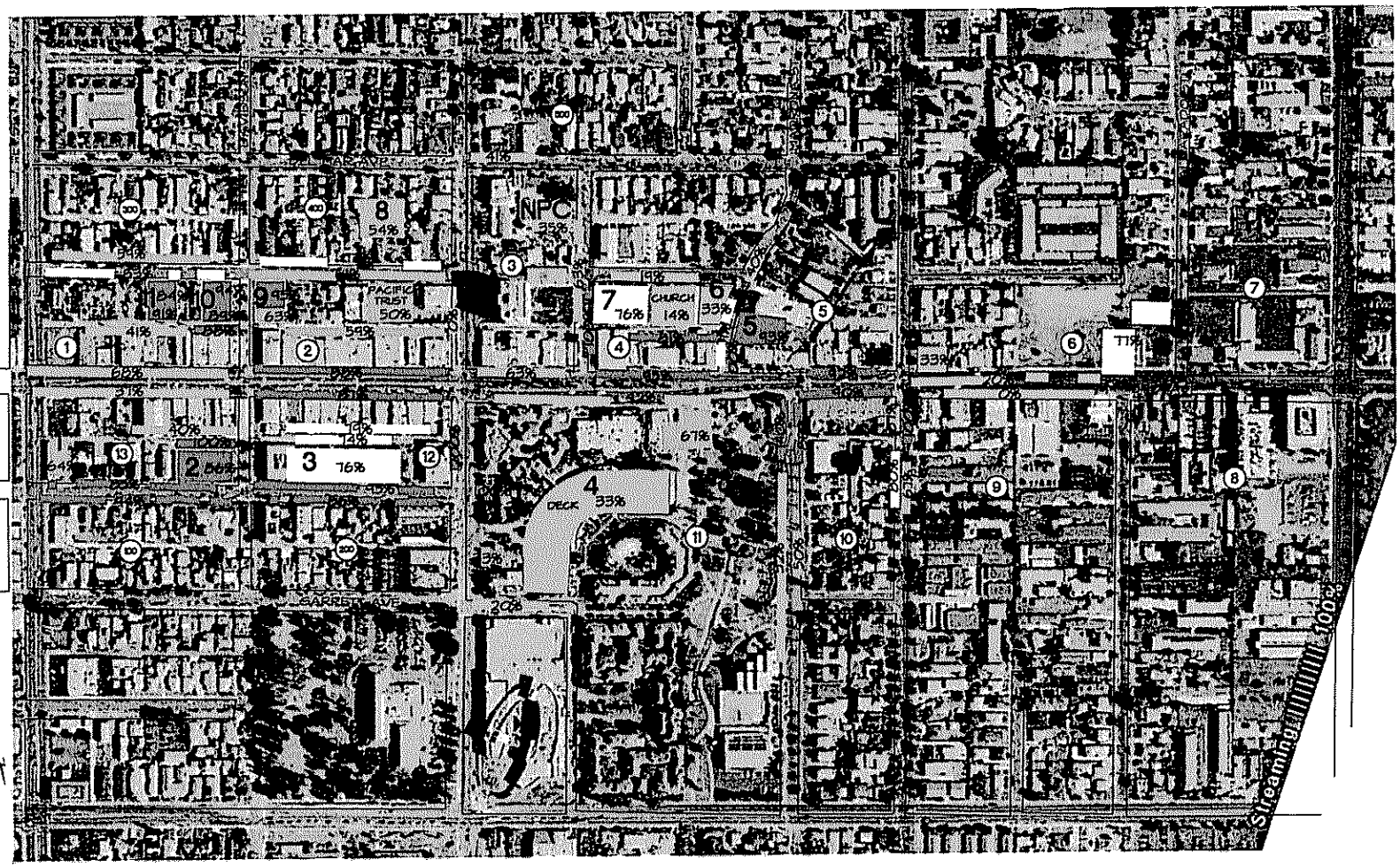

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RICH & ASSOCIATES
Parking Consultants
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Planners

DWG TITLE:

PEAK HOUR

12-15-06 - 11:00 am to 3:00 pm

MAP 5

LEGEND

(#) BLOCK #

85% - 100%
75% - 84%
50% - 74%
0 - 49%

DATE: 04-07-07

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SCALE: N.T.S

less expensive. These short-term spaces would be most attractive to those visiting the area for a specific purpose, such as eating at a particular restaurant, running an errand or keeping an appointment with a specific provider in the area.

There were 1,123 vehicles observed parking in two-hour on-street spaces on the Thursday December 14, 2006, survey date. Of the vehicles observed, 14 percent of the vehicles parked at two-hour on-street meters were staying beyond the legal limit on the Thursday survey date.

There were 1,124 vehicles observed in on-street spaces on the Friday survey date. The results of the Friday survey were very similar to the results found on the Thursday survey for the two-hour spaces except that there was a slight increase to about 17 percent who stayed longer than two hours. An acceptable rate for overtime parking is approximately three percent. Therefore, Chula Vista has an unacceptably high percentage of overtime parkers. This is likely related to inconsistent enforcement.

It is possible that some of the vehicles were observed twice in the same parking spot (overtime parking) though they may not have exceeded the time limit. This would have occurred if a vehicle parked just before it was observed and then left just after the surveyor had passed the second time. We believe this occurred infrequently.

Another factor to consider is the turnover of spaces. Depending on occupancy levels, we would normally expect a maximum turnover rate of four for two-hour spaces. For the Thursday count, the turnover rate was 2.41 times, and during the Friday count the turnover rate was 2.27 times. The observed rates for both days appears reasonable, although the data collected during both days indicates that Chula Vista is on the lower end of the turnover spectrum.

Off-Street 4-Hour Spaces

Off-street parking that has a longer time limit serves a different purpose than on-street spaces with shorter time limits. Off-street spaces should be priced at lower meter rates to encourage their use by customers and visitors who plan to stay in the area for a longer period of time to potentially explore, shop and dine.

The four-hour metered spaces in off-street lots were observed for turnover as was the lot adjacent to Fuddruckers and the metered spaces off the alleys. On the Thursday, December 14, 2006, survey date about 12 percent of the vehicles parking at four-hour meters stayed longer than four hours. This percentage is higher than what is typically acceptable. On the Friday survey only four percent stayed longer than four hours.

The turnover in these spaces on Thursday was 2.32 times, which was very close to the on-street ratio observed for the two-hour spaces.

Tables **2B (December 14, 2006 Turnover Summary)** and **2C (December 15, 2006 Turnover Summary)** provide a summary of the turnover count conducted on December 14-15, 2006. For the complete results of the Turnover and Occupancy counts, please refer to **Exhibit 3 (Table 2D-December 14, 2006, Turnover and Occupancy Table)** and **Exhibit 4 (Table 2E-December 15, 2006, Turnover and Occupancy Table)** at the end of the report.

Table 2B
Turnover Summary December 14, 2007

Parking Turnover Summary (by type)	On-Street & Off-Street Parking 2hr parking	Off-Street Parking 4hr parking
Vehicles that remained 2 hours or less	964 (86%)	316 (73%)
Vehicles that remained between 2 and 4 hours	108 (10%)	67 (15%)
Vehicles that remained between 4 and 6 hours	30 (3%)	18 (4%)
Vehicles that remained between 6 and 8 hours	12 (1%)	19 (4%)
Vehicles that remained between 8 and 10 hours	9 (0.8%)	13 (4%)
Total number of vehicles analyzed	1,123	433

Source: Rich and Associates Field Observations, December 14, 2007

Table 2C
Turnover Summary December 15, 2007

Parking Turnover Summary (by type)	On-Street & Off-Street Parking 2hr parking	Off-Street Parking 4hr parking
Vehicles that remained 2 hours or less	929 (83%)	468 (90%)
Vehicles that remained between 2 and 4 hours	121 (11%)	34 (6%)
Vehicles that remained between 4 and 6 hours	29 (3%)	9 (2%)
Vehicles that remained between 6 and 8 hours	28 (2%)	6 (1%)
Vehicles that remained between 8 and 10 hours	17 (1%)	3 (1%)
Total number of vehicles analyzed	1,124	520

Source: Rich and Associates Field Observations, December 15, 2007

2.3.3 Occupancy Results

The occupancy results for Thursday and Friday, December 14 and 15, 2006, were the following:

Thursday, December 14, 2006

- The peak occupancy for all on-street parking in the study area for Thursday peaked at 65 percent between 3:00 P.M. and 5:00 P.M.
- The public off-street parking peaked at 60 percent on Thursday and occurred from11:00 A.M. to 1:00 P.M.

- On the Thursday survey date, the 3:00 P.M. to 5:00 P.M. circuit was only slightly greater than the 11:00 A.M. circuit with 53 percent occupied for the private off-street spaces.

- Using a composite of all parking areas, the Thursday survey day had peak occupancy of 57 percent, which occurred from 11:00 A.M. to 1:00 P.M.

Friday, December 15, 2006

- The peak occupancy for all on-street parking in the study area for Friday peaked at 64 percent but this occurred during two time periods: the 1:00 P.M. to 3:00 P.M. circuit and the 7:00 P.M. to 9:00 P.M. circuit.

- The public off-street parking peaked at 59 percent on Friday and occurred from 1:00 P.M. to 3:00 P. M.

- On the Friday survey date, the 11:00 A.M. to 1:00 P.M. circuit was the peak occupancy period at 58 percent for the private off-street spaces.

- The Friday survey day had a higher overall occupancy of 55 percent, which occurred from 11:00 A.M. to 3:00 P.M.

Park Plaza

- The Park Plaza parking structure had peak occupancy of only 41 percent on Thursday from 11:00 A.M. to 1:00 P.M.

- The average occupancy of Park Plaza during the daytime was only 34 percent. With a total of 645 spaces in and around the structure, this represents an underutilized resource.

Public Parking Lots

- Lot 2 peaked at 88 percent occupied on the Thursday survey date and 86 percent on the Friday date.

- Lot 3 peaked at 77 percent occupied on the Thursday survey date and 87 percent on the Friday date.

- Lot 5 achieved 100 percent occupancy on both survey dates.

- Lot 8 peaked at 87 percent on Thursday but only 67 percent on the Friday date.

- Lot 9 peaked at 90 percent during the 1:00 to 3:00 P.M. circuit on the Thursday date and achieved 100 percent occupancy on the Friday survey date during the 9:00 A.M. to 11:00 A.M. circuit

RICH also prepared an update to the occupancy counts on March 8, 2007 since it was believed that the counts taken in December might be lower due to the holiday season. The data collected determined that the occupancies were very similar between the December 14th and 15th 2006, counts and the March 8, 2007, count. Therefore, the December, 2006 survey dates were considered to be an average period.

2.3.4 Occupancy Conclusions

- For both survey days the average occupancy during the daytime was about 57 percent.
- The on-street spaces had varying peak occupancies on both survey days.
- The municipal lots had slightly higher occupancy during the daytime hours on the Thursday survey date compared to the Friday survey date. On Friday, the evening occupancy was higher.
- The Park Plaza parking structure (identified as Lot #4 in the occupancy results) is grossly underutilized. At peak time it only reached 41 percent occupancy.
- Based on the occupancies that were observed for the three count days and Rich and Associates experience in other downtowns, we believe that there would be a variance of approximately five percent to the overall peak occupancy of 64 percent that was observed during the counts. This means that we would expect occupancy of 69 percent to occur at the non-special event or holiday peak time.

2.3.5 Permit Occupancy

The City of Chula Vista currently provides permit parking, which allows an employer or employees to prepay for parking in designated areas, currently 10-hour meters. The benefit to maintaining this program is that it provides the City with upfront revenue, and when a 10-hour meter is unoccupied, the parking space can be used by another non-permit vehicle. This results in additional revenue to the City in addition to the permit fee received.

A separate survey was undertaken specifically to examine permit occupancy. This task was completed on Thursday, February 15, 2007. For this survey, four circuits of each of the ten municipal lots that had ten-hour meters was completed. A parking permit displayed in a vehicle allows holders to park at ten-hour meters without paying the meter. Observers recorded the occupancy of the ten-hour spaces as well as what proportion had permits.

The results of the analysis of the 319 ten-hour meters showed that 78 percent of the ten-hour meters were occupied during the two morning circuits with a maximum of 32 percent of those occupied spaces having permits. The results for the afternoon circuits peaked with 83 percent of the ten-hour spaces occupied but only about 25

percent having permits. It should be noted that the survey date coincided with the weekly Farmer's Market that is open every Thursday from 4-7 P.M. on Center Street and Church Avenue.

Lots 7 and 10 had 100 percent occupancy of the ten-hour meters at certain points of the day. In lot 10, there was an average of 80 percent with permits. For the ten municipal lots included in the analysis, the average occupancy of the ten-hour spaces was 79 percent during the four circuits. On average 29 percent of these were permit-holders.

On the next page is **Map 6 (Permit Occupancy)**, illustrating the results of the Permit Occupancy study conducted on February 15, 2007. The complete results of the analysis are included as **Exhibit 5 (Table 2F-Permit Occupancy Results Table)**.

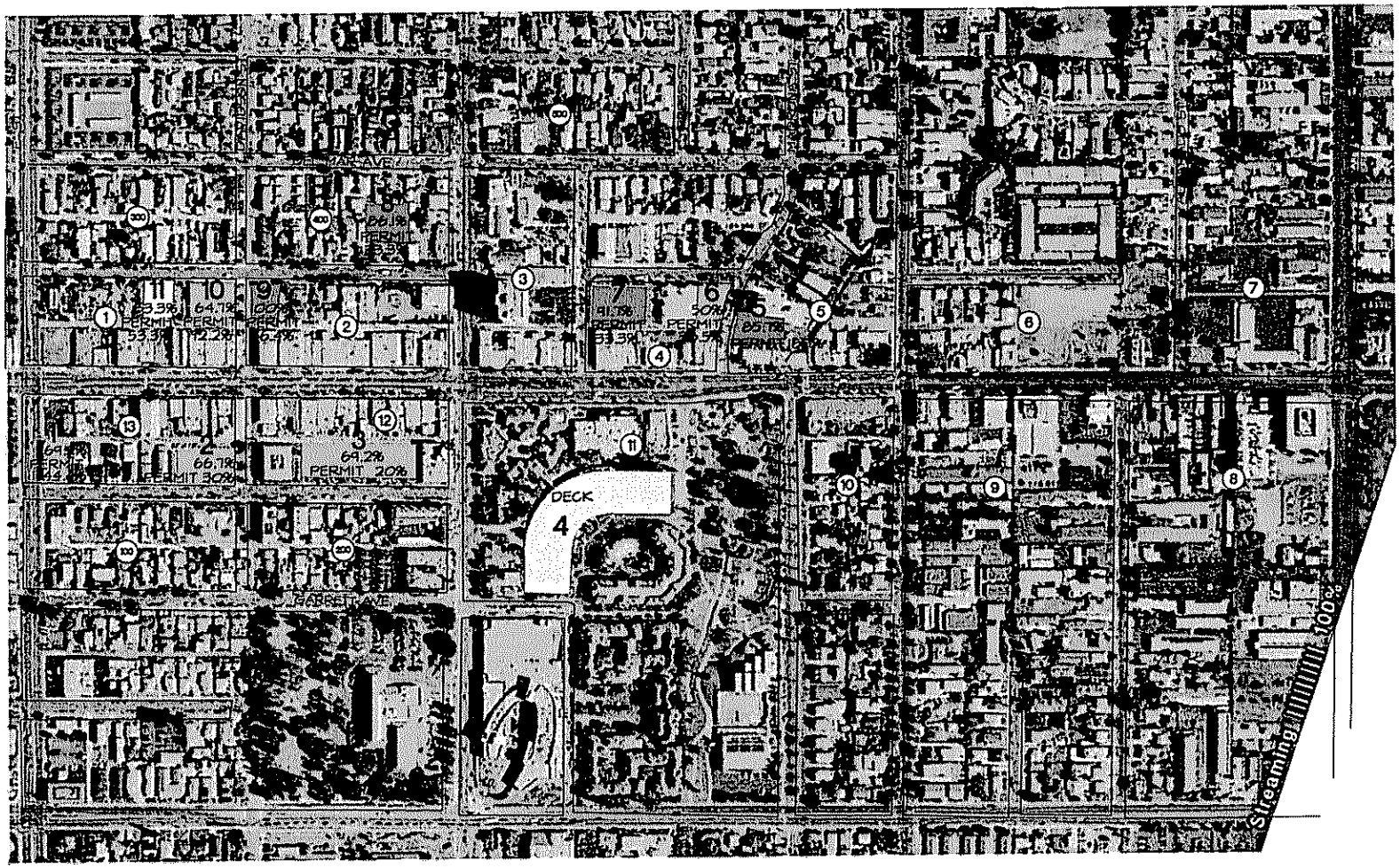
2.4 Parking Demand Calculation

This section of the report reviews the projections of current and future parking demand in the study area. For the current condition, RICH completed a building inventory and then estimated the amount of square footage by land use for each block.

In order to calculate the parking demand for each block, different land uses for each block are in general, multiplied by a parking generation rate specific for that land use. RICH completed this using parking generation rates that were based on; the results of the business manager and employee surveys in Chula Vista, RICH's experience with parking studies, ULI data and ITE data. This process yields a set of parking generation rates that are customized specifically to Chula Vista.

The ultimate goal however, was to developed a form-based parking generation rate for Chula Vista. The form based parking generation rate is one rate for all land uses that takes into account the existing parking generation rates but then makes adjustments based on facts such as different land uses have different parking needs based on the time of the day. As an example, restaurants typically require more parking during the evening. Conversely, offices need less parking in the evening when restaurants are at their peak. These examples demonstrate how shared parking could serve two different uses. Both of these adjustments are used to calculate the number of parking spaces needed. In addition, the level of alternate mode is a factor in the adjustment.

The Urban Core Specific plan anticipated a form based parking generation rate of 2.0 spaces per 1,000 square feet of land use. RICH determined a rate of 2.37 spaces per 1,000 square feet for all land uses in our model. While the ratio we determined was higher than the 2.0 rate proposed by the UCSP, we believe that the results support the UCSP ratio of 2.0 spaces per 1,000 square feet.



PARKING STUDY FOR THE CITY OF CHULA VISTA

CHULA VISTA , CALIFORNIA

Parking Consultants
Architects · Engineers
Planners
RICH & ASSOCIATES

DWG. TITLE:

PERMIT OCCUPANCY

2-15-07 - 11:00 am to 1:00 pm

MAP 6

LEGEND

(#) BLOCK #

- 85% - 100%
- 75% - 84%
- 50% - 74%
- 0 - 49%

DATE: 09-01-01

DRAWN BY: GHC

FILE:

NORTH

SCALE: N.T.S.

PAGE 1

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Rich applied the 2.37 rate to all existing land uses on each block of the study area. **Map 7 (Current Surplus and Deficit Map)** illustrates the block-by block surplus or deficit of parking which takes the parking supply for a specific block and subtracts the calculated demand to arrive at a surplus or deficit. Please consult **Exhibit 6 (Table 2G-Chula Vista Current Parking Demand Projection)** for the Parking Demand Analysis matrix table, which summarizes the parking demand calculated by block for the study area.

Using the 2.37 ratio for the overall study area, there is a calculated surplus of 1,293 spaces based on current conditions. However, this conclusion is based on the entire study area. Map 6 illustrates the surplus or deficit of parking on each block in the study area. The map illustrates that there are two blocks with particularly large surpluses: Block 8 has a surplus of 621 spaces (Gateway Office Development) and Block 11 has a surplus of 518 spaces (Park Plaza parking structure).

There are specific blocks that have deficits. Those blocks are 2,3,9,10,12,100,200, and 300. These blocks, in general, are adjacent to, or within one block, of areas with parking surpluses. As an example, blocks 2 and 3 are within one to two blocks of the Park Plaza parking structure on block 11, which shows a surplus of 518 spaces.

There are specific recommendations in Section 3 hat will assist or promote the use of parking areas that have available spaces such as 3.3.1-Park Plaza Improvement, 3.3.2-Marketing, 3.3.3-Signage, and 3.3.6-Paseos.

RICH compared the parking demand developed using the method above to the occupancy counts conducted on December 14-15, 2006. Within the "primary study area" which considers just the blocks north of "G" Street, RICH analyzed 95 percent of the available on-street and off-street parking supply and found the occupancy to peak at about 58 percent. The calculated parking surplus from the demand projections for only the "primary study area" is +393 spaces. The parking surplus from the turnover and occupancy study from the "primary area only" was approximately 900 spaces. Based on this comparison it appears that the demand model is not under-projecting parking demand using the 2.37 factor. In fact, this further supports the 2.0 ratio in the UCSP.

2.4.1 ENA Development

At the time of RICH's review, there were four public parking lots identified as potential development opportunities. Each of these sites has an approved Exclusive Negotiating Agreement (ENA), which is entered into by the Redevelopment Agency and developer to give structure to the negotiation process and identify a specify a period of time during which the Agency will negotiate exclusively with the developer. These sites are in Lots 3, 6, 9 and 10 and are shown on **Map 8 (ENA Development Sites)**.

RICH ran a parking demand and supply model for development of the ENA sites. This model is included as **Exhibit 7 (Table 2H-Future Parking Demand of ENA Sites**